

STATE OF ALABAMA

DEPARTMENT OF ENVIRONMENTAL MANAGEMENT— FY09 IT STRATEGIC PLAN WORKSHEET

IT MISSION

To provide information and technology services to the Alabama Department of Environmental Management (ADEM)

IT VISION

To provide innovative and cost-effective information solutions to better enable the Department of Environmental Management to serve the people of Alabama

VALUES

Responsiveness

We are responsive to our customers and their needs.

Competence

Knowledge is critical to our success; therefore, every employee is and will remain technically proficient in their duties.

Consistent

The Department and our customers can depend on us for reliable, equitable provision of services.

Honest

We provide information to our clients in the most unbiased and accurate manner possible.

Execution

We get things done for our customers.

STAKEHOLDERS (Expectations)

CUSTOMERS

- Department employees and staff
- Regulated Community

Expectations

- *Accurate, reliable, timely response to customer needs*
- *Remain technically competent and knowledgeable*
- *Provide proactive, cost-effective IT options and solutions*
- *Ensure system interface and compatibility*
- *Act as primary department POC on IT issues*

- *Facilitate relationships between IT service providers and the department.*

LEADERS

- Agency Leadership

Expectations

- *Understand core mission and functions*
- *Maintain focus on Department-level needs and systems*

PARTNERS

- EPA
- ISD
- Other state agencies

Expectations

- *Accurate, reliable, timely response to customer needs*
- *Ensure system interface and compatibility*
- *Alignment with goals, policies and procedures.*

KEY GOALS (1-4)

G1: **ePermits** - Implement e-government services to allow submittal of digital permit applications and compliance data for the NPDES and Air programs by the end of FY11.

G2: **ePayment** - Implement e-government services to allow invoiced fees and fines to be paid by electronic transfer of funds by the end of FY09.

G3: **GIS** – Integrate into all 8 ? department-wide, critical data systems electronic documents, and spatial data by the end of FY12.

G4: **eTimesheets** - Implement an electronic employee timesheet process by the end of FY09.

ASSUMPTIONS

- FY06-07 initiatives are on schedule
- IT funding projections are accurate
- Senior staff supports changes in business practices needed to meet goals
- EMC supports strategic direction for expanding IT capabilities by passing supporting regulatory measures
- No significant changes in projected EPA requirements
- Projected 10-16% reduction in federal funding, as announced by current administration

WORKLOAD MEASURES

W1: # of new initiatives
W2: # of users served
W3: # of technology upgrades
W4: # of compliance reports filed electronically
W5: # of items in backlog

STRENGTHS

- Departmental leadership and staff support for IT innovations
- Highly educated and motivated IT and Departmental staff
- Knowledge of department programs and processes
- Up-to-date hardware, software, and data telecommunications infrastructure, including physical plant
- Collegial relationship between IT staff, program staff, and leadership
- Responsiveness of IT staff to needs.

WEAKNESSES

- Continued reliance on obsolete mainframe databases (WANG)
- Current ADEM business processes
- Potential staff turnover

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OPPORTUNITIES

- Continuance of EPA's Exchange Network Grant program
- Flexibility within current programs to develop new business processes
- EPA Region 4 leadership's support for expanding IT innovation

THREATS

- Inability of State merit and Personnel System to provide competitive compensation to retain qualified, experienced IT staff
- Additional reduction in federal environmental funding, beyond current publicized levels
- Continued State reliance on obsolete mainframe systems drain resources and limit ability to expand client-centered practices

CRITICAL ISSUES

INTERNAL

- IC1: Projected turnover of key senior programming staff in FY08 and FY09 will reduce capability to efficiently develop, implement, and maintain planned applications. (G1, G2, G3, G4)
- IC2: Reliance on obsolete mainframe system (Wang)

EXTERNAL

- None

STRATEGIES & ACTION PLANS* (Person Responsible/Estimated Completion Date)

G1: **ePermits** - Implement e-government services to allow submittal of digital permit applications and compliance data for the NPDES and Air programs by the end of FY11

OBJ1: Implement e-government services to allow submittal of digital permit applications for 2 of 6 departmental ePermits by the end of 2009. (# of departmental ePermits)

OBJ2: Initiate planning for implementing e-government services to allow submittal of digital permit applications for all 3 primary Air programs. (# of Air programs with digital permit application capability)

OBJ3: Implement e-government services to allow submittal of digital compliance data for 2 of 6 current NPDES programs. (# of NPDES with complete digital compliance data capability)

OBJ4: Initiate planning for implementing e-government services to allow submittal of digital compliance data for 2 primary Air programs. (# of Air programs with complete digital compliance data capability)

S1: Deploy commercial off-the-shelf (COTS) software to allow submittal of digital permit applications for Construction Stormwater and Hazardous Waste Notification (8700-12) programs.

- Install selected COTS software in Construction Stormwater and Hazardous Waste Notification (8700-12) programs. (D. Hutchinson) (Nov08)
- Configure, customize, and load legacy data into COTS software for Construction Stormwater and Hazardous Waste Notification (8700-12) programs. (D. Hutchinson) (Feb09)
- Test software configurations. (D. Hutchinson) (Apr09)
- Place software into production within Construction Stormwater and Hazardous Waste Notification (8700-12) programs. (D. Hutchinson) (July09)
- Monitor and evaluate production. (D. Hutchinson) (Sept09)

S2: Identify COTS software options for Air programs to allow submittal of digital permit applications.

- Evaluate COTS software relative to Air data system. (D. Hutchinson) (1 Jun 09)
- Develop cost estimates and configuration requirements for COTS software options. (D. Hutchinson) (1 Aug 09)
- Present software options to senior leadership for final selection. (D. Hutchinson) (30 Sep 09)

S3: Identify COTS software options for Air programs to allow submittal of digital compliance data.

- Evaluate COTS software relative to Air data system. (D. Hutchinson) (1 Jun 09)
- Develop cost estimates and configuration requirements for selected software options. (D. Hutchinson) (1 Aug 09)
- Present software options to senior leadership for final selection. (D. Hutchinson) (30 Sep 09)

G2: **ePayment** - Implement e-government services to allow invoiced fees and fines to be paid by electronic transfer of funds by the end of FY09.

OBJ1: Implement e-government services to allow any invoiced fee or fine to be paid by electronic transfer of funds. (% of invoices that can be paid through electronic transfer of funds)

S1: Implement e-government services to allow any invoiced fee or fine to be paid by electronic transfer of funds.

- Evaluate options available through various e-government services providers for allowing any invoiced fee or fine to be paid by electronic transfer of funds. (D. Hutchinson) (1 May 09)
- Select contractor and software package options for consideration by senior leadership. (D. Hutchinson) (1 May 09)

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- C. Present software options to senior leadership for final approval. (D. Hutchinson) (1 Jun 09)
- D. Acquire and configure selected software option. (D. Hutchinson) (31 Aug 09)
- E. Implement production of e-payment systems and applications. (D. Hutchinson) (30 Sep 09)

G3: **GIS** – Integrate into all 8 ? department-wide, critical data systems electronic documents, and spatial data by the end of FY12.

OBJ1: Complete integration of program data, electronic documents, and spatial data for Underground Storage Tanks (UST) program and Scrap Tire Program (STP) into GIS-driven system
(# of programs integrated into GIS-driven system)

S1: Implement GIS Integration within the E2/NMS and ePermit systems. Integrate program data, electronic documents, and spatial data..

- A. Map relevant data to the spatial database engine (SDE). (D. Hutchinson) (Feb 09)
- B. Develop GIS application to display facilities from SDE. (D. Hutchinson) (May 09)
- C. Procure, configure, and deploy software that connects geospatially enabled documents from the electronic document repository (FileNet) to related map objects. (D. Hutchinson) (1 Jul 09)
- D. Procure, configure, and deploy software that provides a summary of data from program database(s) to GIS system (e.g., Crystal Reports). (D. Hutchinson) (1 Jul 09)
- E. Deploy GIS application. (D. Hutchinson) (30 Sep 09)

G4: **eTimesheets** - Implement an electronic employee timesheet process by the end of FY09.

OBJ1: Implement an electronic employee timesheet and leave request application to reduce average departmental administrative costs by 2.5%.
(% reduction in administrative costs)

S1: Implement an electronic employee timesheet and leave request application to reduce average departmental administrative costs

- A. Develop specifications that describe the timesheet and leave request application. (D. Hutchinson) (1 Nov 08)
- B. Determine if application is best procured as COTS software or developed in-house. (D. Hutchinson) (31 Dec 08)
- C. Evaluate identified software options. (D. Hutchinson) (31 Jan 09)
- D. Present software options to senior leadership for final approval. (D. Hutchinson) (1 Feb 09)
- E. Acquire and configure approved software option. (D. Hutchinson) (30 Apr 09)
- F. Implement production of approved option. (D. Hutchinson) (30 Jun 09)
- G. Evaluate impact on average administrative costs. (J. Marshall Sanders) (30 Sep 09)

IC1: Projected turnover of key senior programming staff in FY07 and FY08 will reduce capability to efficiently develop, implement, and maintain planned applications. (G1, G2, G3, G4)

S: Implement an extensive, in-depth training and mentoring program to minimize long-term impact of lost experience due to projected turnover

- A. Identify training requirements and potential providers. (D. Hutchinson) (1 Dec 08)
- B. Schedule training as needed. (D. Hutchinson) (1 Dec 08)

- C. Evaluate use of retired state employee job classification as potential mentors. (D. Hutchinson) (1 Dec 08)
- D. Hire and assign selected mentors. (D. Hutchinson) (31 Jan 09)
- E. Monitor performance. (D. Hutchinson) (30 Sep 09)